



ETHICAL LEADERSHIP FOR CORPORATE DIRECTORS

STRENGTHENING GOVERNANCE IN AN AGE OF PANDEMICS AND SOCIAL UNREST

Empowering corporate directors with the tools, techniques and understanding they need to effectively assess and support an ethical corporate culture.



Leeds School of Business
UNIVERSITY OF COLORADO **BOULDER**

ETHICAL LEADERSHIP IS A RESPONSIBILITY

There is no sharp line separating your company's financial risks from its ethical ones. Thus, against the backdrop of major social and economic transitions, corporate compliance and ethics programs are more crucial than ever before. They're also evolving quickly. As the responsibilities of governance change, corporations must have directors who oversee organizational risk well by exercising responsible accountability, oversight, and control. Doing so can also promote a healthier corporate culture.

More than ever, business leaders find themselves under a microscope. Every decision matters. How organizations interact with their stakeholders shapes brand reputation, employee retention, community credibility and the bottom line. Thus, **inclusively sustainable corporate governance is quickly becoming a competitive advantage.**

“To be an ethical leader is indeed to be different. This kind of leader acknowledges the complexity of running a responsible business, yet tries to do it anyway.”

– Andrew Leigh, “Ethical Leadership: Creating and Sustaining an Ethical Business Culture”



THE PROGRAM

The program delivers an in-depth education on the director's responsibility of ensuring corporate compliance while governing an ethical organizational culture. Participants will learn how the field of corporate compliance has evolved, how market failures and public policy have created the current regulatory environment, and how to model ethical leadership.

Through dialogue, team workshops, case studies, and informed prospection, participants will bring new insights, practices, and skills to their governance responsibilities. As a result of a director's enhanced governing skills, their organizations may reduce their systemic ethical risk and be better equipped to deter, detect, and resolve instances of corporate misbehavior. Participants will be ready to provide ethical guidance for their corporations with principled rationale and pragmatic flexibility.

After completing this program, you should have answers to the following four questions:

1. How do boards ensure **compliance** with current public policy, while **avoiding institutional breakdowns and market failures** that produce unwelcome scrutiny from regulators and politicians?
2. How do boards practice effective **oversight, accountability, and control** while avoiding the risks illustrated by other firms' malfeasance?
3. How do board members set a **'tone at the top'** for creating a corporate culture that promotes the **well-being of stakeholders inside and outside the firm** by respectfully acknowledging their intrinsic value?
4. How do board members pursue **moral self-development** that enables them to **lead their organizations with discernment** in the face of unprecedented social and environmental pressures, responsibilities and opportunities?



WHO SHOULD PARTICIPATE

Designed with existing or aspiring corporate directors leading the oversight of corporate compliance in mind, this program provides fundamental resources, acute insights, and necessary knowledge for today's corporate directors. The program has been carefully curated by world-class faculty from the Leeds School of Business, along with industry experts and leading practitioners in the field of corporate compliance and governance. Equipped with the insights, information, and skills gleaned from this class, corporate directors will be prepared to confidently tackle ethics and compliance issues in their governance roles.

Recent events spotlighting racial inequality and inequity have underscored the urgency of developing the skillsets needed to provide evolving oversight. A focus of this program will be to empower participants to tackle diversity, equity, and inclusion issues in the governance function. These include guidelines for effectively reviewing and updating board composition, enhancing recruiting and retention efforts and developing succession practices that build a pipeline of diverse candidates.

Teaching Emphases:

- Interactive, engaging, conversational classes
- Peer-to-peer and instructor-guided learning
- Case study driven curriculum
- Networking
- Close faculty support, including availability for post-program collaboration

Educators include:

- **Keith Darcy**, President at Darcy Partners Inc and senior corporate compliance expert
- **Joshua S. Nunziato, PhD**, Instructor at Leeds and researcher on the ethics of sustainable corporate leadership
- **Stefanie K Johnson, PhD**, Associate Professor at Leeds and author of *Inclusify: How to Maximize Uniqueness and Belonging to Build More Innovative Teams*

Register for the Ethical Leadership for Corporate Directors program at leeds.ly/exec-ed-elcd

For more information, contact Executive Education at Leeds: ExecEdLeeds@Colorado.EDU



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